COMMANDER'S DIGEST

VOL. 15, NO. 12/MARCH 21, 1974

Guard, Reserve Support Week April 1-6

How Commanders Can Obtain Employer Understanding

– pg. 7

ESGR

National Support Grows for Guard and Reserve

Employers do support the Guard and Reserve, by tens of thousands. And, those numbers are expected to increase dramatically during Employer Support Week, April 1-6, 1974.

Deputy Secretary of Defense William P. Clements Jr., has designated the first week of April as Employer Support of the Guard and Reserve Week in recognition of those thousands of employers throughout the Nation who have pledged their support to the men and women of our citizen-military forces, and to bring into the supportive family many more employers who have not yet expressed their support through direct contact by Guardsmen and Reservists.

Employer Support Week has another important significance. It dramatically establishes the relationship between two of this Nation's great strengths—the business community and the citizen-military. The relationship has been growing at a rapid pace during the past year with the National Committee for Employer Support of the Guard and Reserve, headed by J. M. Roche, former board chairman of General Motors Corporation, spearheading the growth.

Hundreds of thousands of employers throughout the Nation, from both the private and public sectors, have been the target of this energetic committee and its campaign. Each has received an explanation of the importance of our Guard and Reserve to the national security by supplying 30 percent of the personnel strength at a cost of less than 5 percent of the defense budget, and each has been asked to assure company personnel policies which will permit an employee to participate in Guard and Reserve training without impediment.

This means without loss of job security or promotion possibility; without discrimination of any nature; and without loss of earned vacation time.

Employers have rallied to this request by signing Statements of Support which encompass the basic factors, in many cases altering personnel policies to conform to the requirements. The positive response from employers has been most gratifying.

The committee was created in concert with the end of the draft and the implementation of our Total Force Policy. To accomplish its purposes, Mr. Roche surrounded himself with an executive committee composed of leaders in business, labor, media and association activity. He also supervised the development of an extensive advisory council of dedicated individuals located in all parts of the country.

The program of contact has been conducted through various avenues including a massive direct mail campaign; national advertising under the direction of the Advertising Council with the creative elements produced

by one of the Nation's leading advertising agencies, D'Arcy-MacManus & Masius, both of which serve the committee on a public service basis; a variety of other public exposure devices including a Pitney Bowes envelope stamp, advertising on milk cartons, decals for bumpers, windows and envelopes, and speeches and presentations before groups of employers in various parts of the country. In all, the campaign has reached into many areas in many different ways. And even the Goodyear Blimp has been flashing the employer support message in the skies over major U.S. cities.

Now, Guardsmen and Reservists are being invited to assist in securing the support of additional employers—primarily those in local areas who, for the most part, have not been reached by direct mail or the other efforts. Employer Support Week has been established for that purpose.

During the first week in April, members of the Guard and Reserve who agree to participate will visit as many local employers as possible, distributing special pledge cards. The cards explain the program and the importance of employer support. The employer's signature on a pledge card will bring in return a Statement of Support signed by the Secretary of Defense and the National Chairman which, when signed by the employer, solidifies that company's support of employee participation in Guard and Reserve programs.

This is an opportunity for members of the Guard or Reserve, to get aboard a very vital and productive program. The few hours it may take during this one week could help round up many more supportive employers and increase employee coverage well beyond its present 50 percent mark. It also will help the employers better understand the Guard and Reserve and why people participate in part-time military training. And for those employers who have already signed a Statement of Support it will be an opportunity to say "thank you."

Unit commanders will have pledge cards for distribution to members during the month of March. They also will have full information concerning the program. However, if you would like to know more about it or have any questions which cannot be answered in any other manner, contact the National Committee for Employer Support of the Guard and Reserve, 400 Army-Navy Drive, Arlington, Virginia 22202; telephone (202) 697-6902.

The more employers who understand the Guard and Reserve and the more positive the attitude in companies concerning employee participation in our Nation's citizen-military forces, the easier it's going to be for Guardsmen and Reservists to continue to participate and for others to join the program.

A Time To Seek Employer Understanding

By
J. M. Roche
Chairman, National Committee
For Employer Support of the
Guard and Reserve

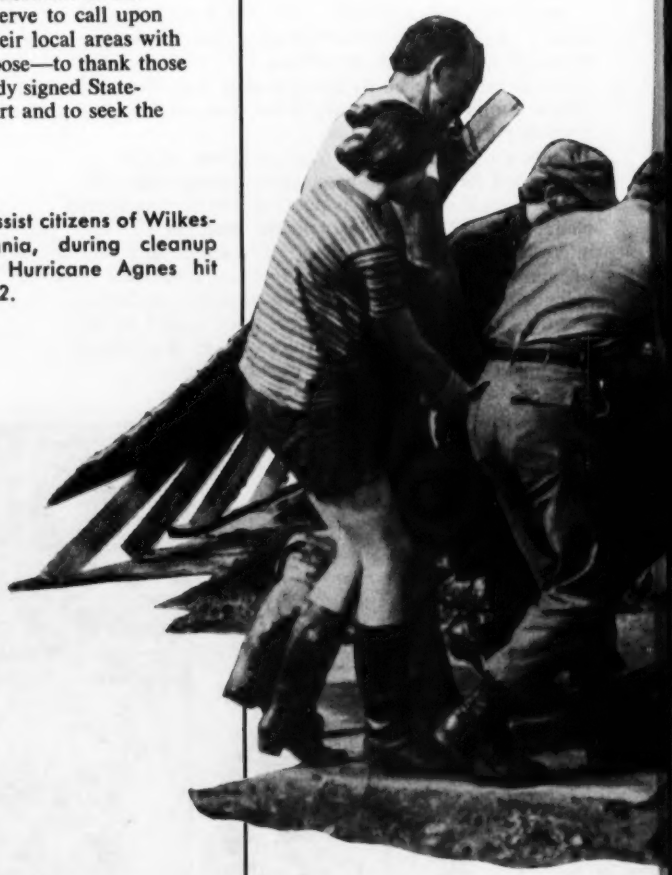
In June 1972, the President established a National Committee for Employer Support of the Guard and Reserve. The committee was mandated to seek employer understanding and appreciation of the Guard and Reserve and to establish or reaffirm and to implement personnel policies which would assure individuals the freedom to participate in Guard and Reserve training without job impediment or loss of earned vacations.

Actual start of the nationwide campaign came in December 1972 when General Motors Corporation signed the universal document prepared by the committee, a Statement of Support, in the private sector and the President of the United States signed one in the public sector. Since then, through various efforts including direct mail, public service advertising, speeches, presentations and other forms of contact, the Committee for Employer Support of the Guard and Reserve has succeeded in gaining coverage of more than 50 percent of the Nation's work force. This action assures employees the freedom to participate in the Guard and Reserve without loss of job security, promotions and other benefits or loss of earned vacation time to meet training requirements. In addition, supportive employers have agreed to publicize their actions throughout their respective organizations to all levels of management in order to assure complete awareness.

The growth of support and the methods used to attain that support have resulted in a better recognition and appreciation of this Nation's Guard and Reserve forces. The committee's message has been seen in advertising and articles in almost every type of publication, on the Goodyear blimp flying over the country's major cities, on Pitney Bowes postage meter plates, billboards and even on more than a million milk cartons distributed by various dairies.

A broadcast campaign has reached every radio and television station in the country and has enjoyed great reception. The momentum gathered is continuing and exposure of the employer support message is reaching into every area of this land.

The program is now about to enter a second emphatic phase. For this phase, members of the Guard and Reserve are being called upon to exercise their own initiative in seeking out employer support within their respective communities. Deputy Secretary of Defense William P. Clements Jr., has designated the week of April 1-6, 1974, to be "Employer Support of the Guard and Reserve Week." He has invited all members of the Guard and Reserve to call upon employers in their local areas with a two-fold purpose—to thank those who have already signed Statements of Support and to seek the



Army Reservists assist citizens of Wilkes-Barre, Pennsylvania, during cleanup operations after Hurricane Agnes hit the area in 1972.

support of those who have not yet signed.

To satisfy this requirement, each Guard and Reserve unit commander has received a supply of special pledge cards. The cards contain an explanation of the program for employer support and a detachable return card which will advise the national committee that an individual employer has agreed to sign a Statement of Support.

For this special week, each member of the Guard and Reserve is being asked to voluntarily accept a number of pledge cards—dependent upon the number of employers he or she can visit during that week. Those employers who are visited will be invited to sign the pledge card which, in turn, will bring them a Statement of Support. Commanders will require participants to return all pledge cards—signed or unsigned. Signed pledge cards will be sent to the national committee headquarters and the unsigned cards retained by the unit for future use.

Employer Support Week is expected to produce the important grass-roots contact, with members of the Guard and Reserve establishing communications liaison with employers in their respective communities. But, recognizing the fact that communication has many facets, unit commanders also are being supplied with a public information package and guidance on how to develop a program of public understanding for this special effort. The guidelines accompanying the package are broad enough to permit personal initiative and apply to regular local activities as well as Employer Support Week.

"Today, it has to be every businessman's business."

Mr. James M. Roche
Former Chairman of the Board of General Motors

"The vital business I refer to is Employer Support of the Guard and Reserve. They represent 30% of our trained military personnel, an integral part of the total force available, at a cost of only 5% of the budget."

I urge you to lend your assistance to the efforts of the Committee for Employer Support of the Guard and Reserve by signing a Statement of Support Pledge Card. Particularly during Employer Support Week, April 1-6.

For Pledge Cards and information, simply write: Employer Support, Arlington, Va. 22202. Or contact your local Guard or Reserve unit.

Employer Support Week for the Guard and Reserve, April 1-6.

EMPLOYER SUPPORT OF THE GUARD & RESERVE

Monday Memo®

A public-service commentary from James M. Roche, chairman, National Committee for Employer Support of the Guard and Reserve

A pitch for pitching in: How the broadcaster can help back up Guard and Reserve

One might comfortably say that the automotive field and radio broadcasting are linked by a common bond—the individual in the car. Where automobile radios were once a luxury, today they are almost as much a part of the car as a steering wheel. There is an additional link between broadcasting and autos that takes place in the home, where television joins forces with radio to reach people.

I don't believe I have to extol the importance of broadcasting in the selling of automobiles. The evidence is quite clear when one considers the sizable budgets we all direct annually toward radio and television advertising. General Motors, a long-time user of broadcasting, has always recognized the importance of the medium. And I'm sure it will continue to do so.

My purpose in writing this commentary, however, is not to discuss the virtues of radio and television with respect to the cars we drive. This time, I have something else to sell. Something that is even more important to each of us and impacts on everyone in the nation in one way or another. My purpose now is the security of our nation, security based on the uncertainties of the world in which we live and the importance of deterrent capability. Particularly, the capability now being forwarded in the Department of Defense through a smaller, active military force supported by a viable National Guard and Reserve.

It may seem strange to some that a former chairman of General Motors, a leading manufacturer of consumer products, should be espousing a military program. But perhaps after you have read this, you will begin to understand why I have found this program so challenging and worthwhile.

First of all, let me make clear that I am seeking your assistance. There is something that you as broadcasters can do to help and, once you have considered the fact, I hope you will. Because the broadcast media reach millions of people daily, a message from broadcasters concerning this specific program will probably do more good than anything else to succeed in the undertaking.

Last June, President Nixon asked me to be chairman of a special committee that would take on the task of seeking the understanding and support of American employers in relation to employe participation in the Guard and Reserve. In the President's strategy for peace, our military capability would be made up of a smaller active force augmented by a strong, well equipped, highly trained Guard and Reserve. This plan contemplates the merger of the two forces to meet emergencies. Through this, the Guard and Reserve will give our nation the security we need in the years ahead and would represent an integral part of the total force.

J. M. Roche is former chairman and chief executive of General Motors Corp. He remains as a director of the company and a member of its finance committee. He is also a member of the boards of directors of Pepsico Inc., the Chicago Board of Trade and the New York Stock Exchange. In June 1972, he was named by President Nixon to be chairman of the National Committee for Employer Support of the Guard and Reserve.

Today the Guard and Reserve components are becoming better equipped, better trained and more responsive. The infusion of new equipment and new missions which complement those of the active forces assure an effective force. But what still remains is the great need for employer understanding and appreciation so that we will be able to retain and recruit the individuals necessary to man these Guard and Reserve units.

I accepted this assignment, confident that once the need was seen American employers would give their support to the implementation of personnel policies which would encourage employe participation in these important Guard and Reserve programs. I am happy to report that my faith in the American business community has not been misplaced. I have been greatly encouraged by the response received thus far from thousands of employers representing millions of employes.

To assist me in this program, I have secured the help of some outstanding Americans from various walks of life—business and industry, labor, associations and the media. Among those leaders who serve on a 21-member executive committee are Vincent T. Wasilewski, president of the National Association of Broadcasters; W. Stanford Smith, president of the American Newspaper Publishers Association, and Richard C. Block, vice president of Kaiser Broadcasting Corp. Each has contributed time and talent to assure our success in this endeavor.

Application of this new plan will require the Guard and Reserve to satisfy about 30% of the nation's military manpower needs; however, this will be accomplished at a cost of less than 5% of the defense budget. In my estimation, this is quite a bargain in national security.

At the same time, the men and women of our Guard and Reserve enjoy specialized training which often increases their value to the civilian employer. They learn leadership as well as discipline—both of which are important to employers. They enjoy part-time earnings from the one-weekend-a-month training and from their annual two-week training tours, as well as the great personal satisfaction of serving their country.

To assure that employes are permitted to participate in the Guard and Reserve without impediment or penalty, we are asking employers to sign a statement of support that outlines the purpose for the Guard and Reserve and sets forth the basic support essential if employes are to feel free to participate. Those basics are:

- No limitation of job or career opportunities because of service in the Guard or Reserve.
- Leaves of absence for military training in the Guard or Reserve without sacrifice of vacation time.
- The agreement and resultant policies to be made known throughout the organization.

Now for the role I am asking broadcasters to assume. Editorially, they can be of inestimable value. A word from them suggesting that those employers who have not yet signed a statement of support should do so will encourage many employers to join our team. The Advertising Council has accepted our program as a public service, and when it has prepared radio announcements and television spots, we hope they will be used regularly. Finally, we would like each broadcaster who is an owner or manager to sign a statement of support for his or her station. We are most pleased that ABC, CBS, and NBC, as well as the NAB and many radio and television stations, have already signed the statement of support.

I don't think this is asking for too much in terms of national security, which I know all of us seek and are willing to support. With the broadcasters' help and cooperation, we will successfully conclude our program and continue to enjoy the benefits of the freedoms which are a part of our heritage.

Reprinted from *Broadcasting*, August 6, 1973.

What Commanders Can Do

Support Urged for Employer Support Week

Since 1636, employers and the citizen-military have been partners in the common defense of community, colony and country. In the early days, employers and employees were in the militia together. It was a matter of survival, and most of the battles were fought within our own borders.

Today, the picture is considerably different, but the need for cooperation and understanding between employer and employee is as strong as ever. Responsibilities exist that must be shared by both management and the military, and here are a few guidelines for the Guard and Reserve commander that can help maintain or improve relationships between the unit and its personnel and the bosses in the community.

Inform Employers About Training Dates Well in Advance

Employees should know as far in advance as possible when weekend and annual training is to be held. Members of the unit, perhaps through a "tickler" system, should follow up on a continuing basis.

Iron Out Problems Personally

If employer problems crop up, they should be dealt with through personal contact. Many times difficulties arise simply through misunderstanding, and once a cordial relationship is established, cooperation becomes a great deal easier.

Pass the Word on Guardsmen's/ Reservist's Achievements

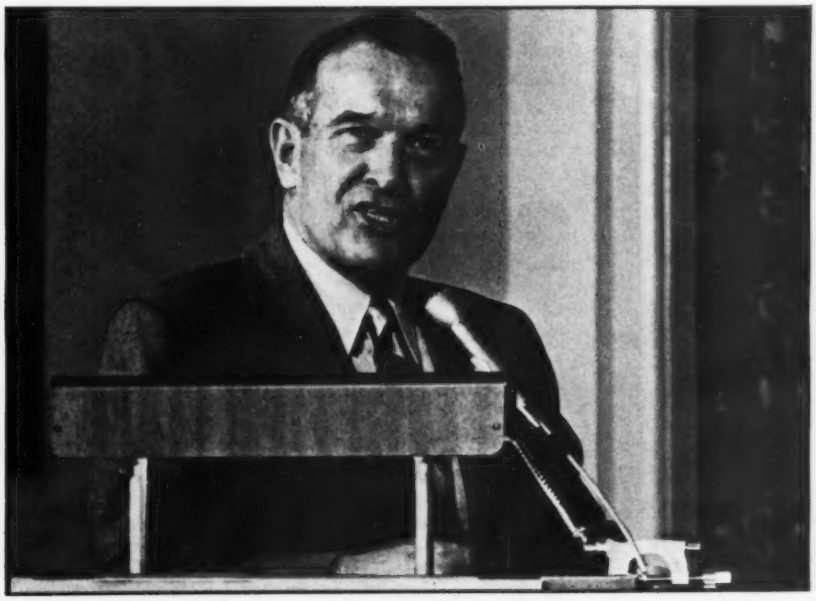
Whenever a member of the unit is promoted, completes a course, comes back from camp, wins an award or does something outstanding, his or her employer should be notified. The employer should know how fortunate he is to have the employee in the unit and that the employer's cooperation is appreciated.

Thank Employers at Least Annually

Hold an "Employers' Day or Night." Let them witness training, take them out on a field exercise, or write them an appreciative letter. Let the employers know of the importance of their contribution to unit readiness and capability through the release for training of those employees who are in the unit.

Publish an annual financial report, which can be released through the Chamber of Commerce or some other local agency, to explain the amount of money expended in the community through salaries, construction and local purchases by the unit. In many communities, the Guard and Reserve prove to be among largest contributors to that community's economy.

The keystone for success in this program, or for any program which involves members of the community, is active involvement in that community. This applies to both the active and the Guard and Reserve units. Whether the command meets monthly in a local armory or operates 24 hours a day at a huge complex out of town, there exists a definite tie to the civilian community. One way or another, the command serves that community, and the lines of communication must be kept open. Employer Support of the Guard and Reserve Week is one occasion where this communication can be strengthened. Other occasions are limited only by the degree to which the commander uses his imagination and initiative.



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COMMANDERS DIGEST

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All the things you might ask about ESGR

EMPLOYERS SUPPORT THE GUARD & RESERVE

1. What are the Guard and Reserve?

These are the augmentation military elements that are designated to fill out this Nation's Total Force Structure in the event of national need. Configured into units, as well as individual assignments, the Guard and Reserve represent a trained, equipped and really military resource composed of Army, Navy, Marine Corps, Air Force and Coast Guard forces. The National Guard, both Army and Air, has a dual responsibility. These elements are primarily responsive to each state in the union as well as several territories and are at the call of the governor of those respective sectors. They are used for local emergency requirements in the event of natural disaster or civil disorder. When mobilized by the President or Congress, however, they become a part of the national military force. The other Reserve components are a part of the Federal system and are trained to respond to various national contingencies. With each military component having its own reserve, it is ready to build to full strength on short notice should the need arise.

2. Why do we need a Guard and Reserve?

Under the Total Force Concept, the strength of our active duty military will be reduced to 2.3 million. In considering possible contingencies, Congress has determined that an additional Guard and Reserve force of about one million will be needed to give us a necessary total force. Under the no draft policy, any need to increase the size of our military to meet an emergency will come first through mobilization of the Guard and Reserve.

3. Do the Guard and Reserve ever participate in peacetime activities or are they utilized only for military emergencies?

Both Guardsmen and Reservists play important roles in the community during peacetime in community service and disaster relief. Working as trained, efficient teams, Guardsmen and Reservists are very much in evidence in satisfying community needs. And those needs run the gamut . . . everything from rescue work to Boy Scout programs to civil security.

4. How will the All-Volunteer Military Concept affect the Guard and Reserve?

Now, more than any other time in the history of our Nation, there will be an increased reliance placed upon the Guard and Reserve. They provide almost 30 percent of the country's military manpower and represent a vital part of our country's ability to deter and defend herself against attack and aggression.

5. Are the Guard and Reserve really ready to respond to a call in time of need?

More than any other time in our history, the answer is YES. Ready and able to answer any call. Both the Guard and Reserve have been receiving new equipment. It's some of the most up-to-date equipment in the U.S. inventory. A top priority is being given to make certain all Guard and Reserve units are at combat readiness. In line with this priority is an intensified training schedule incorporating the new equipment. And this training is being integrated with the active duty forces to bring the level of professionalism even higher.

6. Will the cost of national defense and security be affected by this increased reliance on the Guard and Reserve?

Greater use of Reserve components would certainly provide a less costly way of achieving a defense structure—less than it would be to maintain a larger, full-time force. The cost of maintaining a Guard or Reserve member is only one-fifth of that to maintain a full-time member of the military.

7. What is the purpose of the National Committee for Employer Support of the Guard and Reserve?

To secure employer support for all employees who are or could become members of the Guard or Reserve through the development and implementation of personnel practices which will assure that such participation would not lead to job impediment.

8. As an employer, how will I benefit from my employee's participation in the Guard or Reserve?

Your benefits will be both direct and indirect. There'll be pride in knowing you're supporting the people who are helping to defend the country. Your willingness to be part of the Employer Support Program is a vital contribution to America. Your employees can learn new technical skills or sharpen others which can help in their job performance. The leadership and discipline learned in both the Guard and Reserve will contribute to making your employee a better, more responsible worker. Employee-members of the Guard and Reserve tend to be more stable . . . less likely to leave the community in which their units are located . . . less likely to leave their places of employment. They also contribute to local security at times of need and through lower costs are a tax-saving potential.

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